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MEMORANDUM FOR: Deputy Director (Research)

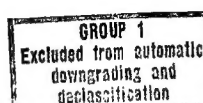
SUBJECT : Executive Assistant to the Deputy Director, NRO

1. Following our conversation at lunch yesterday, I have reflected at great length upon the matter, arriving at the same conclusion which I proposed yesterday. I think we can look back to the earlier days of the NRO and with some accuracy project what our future position may well be in the NRO should we opt at this time for anything less than strong CIA representation.

2. For the past year and a half CIA has been more or less the stepchild in most aspects of the NRO. I think that you yourself will admit that little in the way of NRO decisions were ever based on coordinated inputs from CIA. With the establishment of the Deputy Director, NRO, there is some hope that the major policy decisions will in fact be formulated with the voice of CIA being heard, but whatever we may achieve in the way of major policy decisions may well be eroded or eradicated by the day-to-day maneuvers which really constitute the mettle of any organization.

3. I feel that it is now imperative, if we are really to play a substantial role in the NRO, that we act from a show of force in those few people that we may be fortunate enough to have assigned to the NRO. I would much prefer to start off with a personality such as Eugene Kiefer, who is technically, as well as professionally qualified to deal with all matters of the NRO, and, if through the graces of a benevolent NRO it turns out that we are overpowered, we can always throttle back. There is no harm at least in dealing ourselves a good hand from the outset.

4. Traditionally, I may again be bearing the standard of the minority when I express fear and doubt that you, in the capacity of the DDR, can satisfactorily spread your time far enough and wide

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enough to effectively engage in the judgments of day-to-day NRO decisions without the alter ego of someone technically qualified sitting in for you on the day-to-day workings of the NRO. Otherwise, I cannot help but feel that you will receive nothing more than whatever briefings the NRO staff may determine are necessary for your consideration, and your decision-making must all too often rely on the quality of briefings prepared for you by that same NRO staff.

5. With ORD in the embryo state, I submit that you will find your time more and more diluted as that office experiences the growing pains associated with any such emerging organization. I recall the day that Dick Bissell assumed the role of the Deputy Director (Plans), and either out of sentiment or desire, insisted on wearing the hat of the "Project Director" of DPD. Initially we held his office for him which he frequented only during an occasional lunch hour and as the weeks slipped into months, we soon realized that the presence of Dick Bissell was no longer to be experienced by those in DPD. I earnestly feel that your present situation is pretty much a parallel and I would hate to have to relive those guideless days. With the strong possibility that Dr. McMillan will also wear another hat as the Under-Secretary, and you as the DDR, the NRO staff which is predominantly Air Force will undoubtedly gain more power through default.

6. I suggest that you are rapidly advancing down the same road and strongly urge you to consider Gene Kiefer as your Executive Assistant to the NRO. I don't think it is too optimistic to project that Kiefer's presence will not only aid and abet CIA in playing an active and responsive role in the NRO, but I sincerely feel that Kiefer will be a tremendous asset to the NRO staff. With McNamara's recent appointment of Dr. Fubini as the DOD official to examine and monitor the activities of the NRO in his behalf, I am sure that it is evidence enough that DOD is dealing with strength in playing this NRO game and far be it from us to be content with, at best, a part-time representation.

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JAMES A. CUNNINGHAM, JR.
Deputy Assistant Director
(Special Activities)

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H. Scoville, Jr.

1 April 1963

METHOD OF OPERATION FOR DDNRO

1. The 13 March 1963 NRO Agreement established the Office of a DDNRO who "shall be in the chain of command directly under the Director NRO and shall at all times be kept fully and currently informed as to all activities of the National Reconnaissance Program". It specifically stated that the DDNRO should, under the direction of the DNRO, be responsible for:

a. "Supervising relations between the NRO and the United States Intelligence Board and its subcommittees, and the intelligence exploitation community.

b. "Supervising all NRP tasks assigned by the Director NRO to the Central Intelligence Agency.

c. "Performing such other duties as may be assigned by the Director, NRO.

"The Deputy Director shall act for, and exercise the powers of the Director, NRO, during his absence or disability."

2. In order to carry out these functions, the following method of operation for the DDNRO is proposed:

a. There be established in the Pentagon, either near the office of the DNRO or within the area assigned to the NRO



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staff, an office for the DDNRO. Since the DDNRO's other duties will permit him to spend only a part of his time in this office and since the office should be manned on a fulltime basis, the office will be staffed by an Executive Assistant to the DDNRO and a secretary on a fulltime basis.

b. In order to permit the DDNRO to be kept fully and currently informed on all activities of the NRP,

1) the office of the DDNRO will receive on a routine or routing basis copies of all incoming and outgoing correspondence, cables, etc. The NRO staff will earmark those items which they believe to require specific attention of the DDNRO.

2) the NRO staff will keep the DDNRO office informed of all meetings or briefings in the event that DDNRO, or if appropriate, his Executive Assistant, might wish to attend.

3) the NRO staff will co-ordinate with DDNRO, prior to DNRO sign-off, NRO actions involving USIB and its sub-committees, CIA, Special Group and the intelligence exploitation community.

4) DDNRO will be consulted on all major NRO policy, programming and budgetary actions.

c. In order to carry out his responsibilities for supervising relationships between NRO and USIB (under paragraph 1 a. above), DDNRO will work with USIB and its sub-committees, particularly COMOR, to insure that appropriate requirements guidance is provided to the NRO for the development and execution of the NRP. He will insure that the NRO keeps USIB adequately informed on NRO programs so that this guidance will be meaningful and so that the NRP will assume its proper place in the over-all U.S. intelligence effort. With appropriate assistance from the NRO staff, the DDNRO will work with the intelligence exploitation community, primarily NPIC and NSA, to insure that a proper interface exists between the NRP and those responsible for exploiting its product. This activity will involve both working with the exploiters to insure that they are in a position to handle the product collected and, in turn, insuring that the specialized requirements of the exploiters are adequately considered in the development and operation of the collection systems.

d. In carrying out his duties under paragraph 1 b. above, DDNRO will be responsible for



- 1) insuring that all CIA/NRO projects are responsive to NRO direction and guidance;
- 2) insuring that the DNRO is informed on the progress of all CIA/NRO projects and on any critical problems arising in connection therewith;
- 3) submitting the CIA program and budgets to DNRO for approval;
- 4) insuring that CIA has within its own budget the necessary funds and personnel to provide internal CIA support for the NRP;
- 5) preparing proposals on CIA/NRO projects for submission by the NRO to the Special Group and higher authority for approval, and acting as NRO spokesman when appropriate.

e. In carrying out the duties of Acting DNRO during a designated absence of the DNRO, the DDNRO will perform all of the functions of the DNRO following insofar as possible the policies previously established by the DNRO. The NRO staff will carry out all of its activities in support of the Acting DNRO in the same manner as for the DNRO.